

**Institute of  
Management  
Consultants of  
India,  
Delhi**



**It's My Commitment for India!**

I was very impressed with the ABCeMag of IMC Delhi. I think it is interesting, newsy and not too long.

My best wishes to you and your colleagues in your endeavours.

Walter Vieira  
Past Chairman  
ICMCI

Dear Rajiv,

Thank you for sharing your newsletter. It is a stimulating publication. We are just about to launch ours so we may "borrow" from yours.  
We are a new regional institute. Your outreach demonstrates one of the benefits of being a member of ICMCI.  
Let's keep the doors of communication open.  
God bless.

Dennis Strong, CMC, President

Caribbean Institute of Certified  
Management Consultants

Barbados, West Indies

**Greetings!**

**Words fail me to thank you enough!**

We never thought that our first issue would receive such a positive response from everyone and from all over the globe.

**We are grateful.**

All the volunteers associated with this initiative feel highly enthused. Many more are joining us. Hopefully, the momentum will become stronger and stronger.

Every reader, in fact, can be a volunteer. Just share this ABCeMAG with people you think may benefit. It's as simple.

There are no copyrights issues from our side. You may use the contents as you wish. Learning after all must be celebrated through sharing. Do look at our archived First ABCeMag if you haven't. You will also find the links to our 11 videos and podcast of our event on April 9<sup>th</sup>.

**Take charge!**

**Best wishes,**

**Rajiv Khurana, CMC, FIMC**

**Chairman**

**IMCI - Delhi**



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**ABC de-limiting excellence**

April 16-30,  
2009

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Certified Management Consultant <sup>TM</sup>  
The international credentials of a professional management consultant, reciprocally recognised by global members of the International Council Of Management Consulting Institutes [ICMCI]

**Join group  
'IMCI – Delhi'  
on linkedin.com**

[imcidelhi@gmail.com](mailto:imcidelhi@gmail.com), [www.imcidelhi.com](http://www.imcidelhi.com)



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## ICMCI

The International Council of Management Consulting Institutes is the global association of national management consulting institutes from around the world. These national institutes administer, in accordance with world class standards, the international "CMC" certification [Certified Management Consultant](#) earned by individual professional management consultants.

More details: [icmci.org](http://icmci.org)

## IMCI

The Institute of Management Consultants of India (IMCI) is the apex body of management consulting professionals, being the only registered institute of established management consultancy firms and practicing individuals in the country.

Constituted in 1991, IMCI was formerly known as the Management Consultants' Association of India (MCAI), which was founded in 1963.

In 1989, IMCI became the first Asian organisation to be accepted for membership of the International Council of Management Consulting Institutes (ICMCI), the global apex body of Management Consulting Institutes. ICMCI has 46 member countries in the world.

The Executive Secretariat of IMCI is located in Mumbai. The Institute has regional Chapters in Ahmedabad, Bangalore, Calcutta, Chennai (Madras), Delhi, Hyderabad, Mumbai (Bombay) and Pune.

## CMC Designation

IMCI endeavors to raise the standards of management consulting by awarding Certified Management Consultant (CMC) designation to individual members who have passed a qualifying examination and have met the profession's standards of competence and ethics. The CMC designation implies international recognition to worldwide standards.

More details: [imcindia.co.in](http://imcindia.co.in)



## Code of Professional Conduct for IMCI members

### Minimum Guidelines

#### Confidentiality

A member will treat client information as confidential and will not take personal advantage of privileged information gathered during an assignment, or enable others to do so.

#### Unrealistic Expectations

A member will refrain from encouraging unrealistic expectations or promising clients that benefits are certain from specific consulting services.

#### Commissions / Financial Interests

A member will neither accept commissions, remuneration or other benefits from a third party in connection with recommendations to a client without the client's knowledge and consent, nor fail to disclose any financial interest in goods or services which form part of such recommendations.

#### Assignments

A member will only accept assignments for which the member has the skill and knowledge to perform.

#### Conflicting Assignments

A member will avoid acting simultaneously (in potentially conflicting situations) without informing all parties in advance that this is intended.

#### Conferring with Clients

A member will ensure that before accepting any engagement, a mutual understanding of the objectives, scope, work plan and fee arrangements is established and any personal, financial or other interests which might influence the conduct of the work are disclosed.

#### Recruiting

A member will refrain from inviting an employee of a client to consider alternate employment without prior discussion with the client.

#### Approach

A member will maintain a fully professional approach in all dealings with clients, the general public and fellow members.

#### Code of Professional Conduct

A member will ensure that other management consultants carrying out work on the member's behalf are conversant with and abide by the Code of Professional Conduct.

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**Dr. M B Athreya**, Fellow, IMCI had been invited by the Canada India Foundation, to address the Canada Indian Energy Forum, at Toronto, Canada, April 15-17. Dr. Athreya spoke in the Opening Plenary Session on "India's Energy Needs and Canada's Opportunities". He outlined India's growing energy demand for high growth Industry; Agriculture; and consumption of a huge population, with steadily rising per capita incomes and aspirations. The Indian energy mix is highly dependent on Coal and imported Oil and Gas. Beginning have been made in renewable energy, especially Solar and Wind. Canada has a wide range of things to offer -- energy technologies; equipment; management; and capital. The recent 123 Nuclear agreement with the US, and the agreement with the 30 member Nuclear Suppliers Group should be of particular interest to Canada, which has the richest Uranium ore in the world. The Forum was addressed by Canadian Federal and State ministers, Indian officials, and top executives from both countries. It ended with an action plan for both countries, with emphasis on Cleaner Goal; Affordable Renewables; and Safe Nuclear Power.

## Asia-Pacific Hub Meeting of ICMCI & China Management Consulting Summit

24th - 26th June, 2009 in Chongqing City,  
China

Chongqing is elected to be the location of this event, since it is the first experimental area for "Integrated Development Strategy of China Urban and Rural Area". There would be numerous enterprises, investors, governmental organizations and management consulting experts to attend the conferences. One Chinese Vice premier will be invited to take part in the conference and will give explanation of the policies. We believe it will bring some business opportunities to participants including Asia-Pacific Hub members. Furthermore, China domestic and foreign management consultants will celebrate 2009 International Consultants Day together.

We would like to warmly invite you to attend the event. This 'Four in one' arrangement will make the event highly effective. The participation of Asia-Pacific members will promote positively the development of ICMCI in China. Foreign representatives could take part in the MCC Summit and engage in deep communication with experts from China. MCC is responsible for designing and organizing the meeting. Being an open meeting held in China, we hope to hear more advices from other CMCs of Asia-Pacific members.

We would supply such conveniences for you:

- Instant translation, which will be shouldered by volunteers.
- Guide service for entourage
- Favourable reservation service
- Airport pick-up service on 22th June

Hope to meet you in China!

If you have any requirement, please call or send an email

E: [Sindyw56@yahoo.com.cn](mailto:Sindyw56@yahoo.com.cn)

T: 0086-10-68701265 13301197566

For more information, please visit

<http://www.icmci.org/>.



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Thankyou for your initiative to help members who couldn't attend the seminar access the audio and make use of it.

**ArunKumar Arunachalaiah**

Excellent Chairman, you and your team is taking sincere efforts and it's showing.

**Shashie Sinh**

Dear Rajiv

First of all, heartiest congratulations on having been elected as the Chairman of IMCI, Delhi. You deserved it and you got it.

Appreciate very much your sending the first eMagazine of IMCI Delhi, aptly named ABCeMag - delimiting excellence. I have just finished going through it. Really professionally brought out. A job well done - professionally by the amateurs.

That's the way to go. Good show. Keep it up.

Thanks and best regards

**Varun Arya**

The Magazine is very well brought up, also in such a short notice!

Hats off to you!

**Debayan Mukherji**

Dear Rajivji,

Congrats!!! As usual an ace; has your stamp all thru!!!

**Dr. Kiran Modi**

Dear Sumit,

Thanks for sharing the edition of ABCeMag.

I must compliment you on the effort put by your entire team at ABCeMag.

It's indeed a unique capsule of information and I wish your team all the very best for its future publications!

Best Regards,

**Raazia**

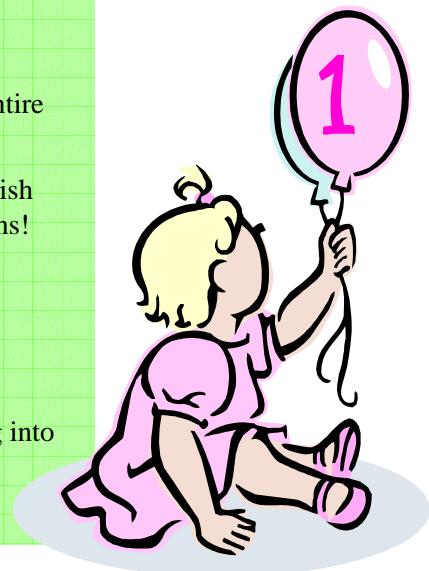
Rajiv,

Nice to see how much good energy you are putting into this organization. I am impressed.

**Dr. Charles Savage**



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Firstly I would like to thank you for taking the initiative of publishing the e-magazine. The magazine is very well grafted. The information imparted through magazine is mesmerizing .I sincerely appreciate your effort of sharing the important knowledge amongst us

**Nagendra Rawat**

Congrats, Team.

Rocks!

**Riten**

well done!

**Shiv Dhawan**

Hey Sumit

congratulations for the innovative efforts ..

**Dr. Noopur Anand**

Congratulations - an excellent effort .

**Paritosh Shukla**

Dear Mr Khurana,

It is a wonderful initiative and we all at Gujarat Chapter look to it not only as a quality endeavour but also an arte-fact of inspiration.

Do do more of it

**Himanshu Vaidya**

**Chairman- Gujarat Chapter**

**Ahmedabad**

Thanks. Seems IMCI is going great guns!

Good luck..

**Ruchi Dutta**

**Canadian High Commission/Haut commissariat  
du Canada**

Let me now congratulate you on this excellent venture. Know that with your dynamism it is bound to be a success.

The ABCeMag makes good reading.

**Renu Mattoo**

Dear Mr. Khurana,

Congratulations to you & your team of volunteers.

I have forwarded this eMeg to app. 40 of other professionals known to me.

**Naveen Gupta**

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Hi Rajiv,

This magazine is amazingly comprehensive in its coverage of the event. Its creative design and color scheme are good.

I truly appreciate your effort in putting it together.

**Neerja Verma**

"Rajiv & Entire Executive Team, IMCI, Delhi My heartiest congratulations on successful launch of ABCe. It is brief enough to be intriguing, crisp enough to be satisfying and designed enough to be attractive. Innovative planning and beautiful delivery. It lives up to its promise. I am proud to be a member of IMCI Delhi.

**Anand Chhabra"**

Rajiv,

Delighted to hear of your Institute's eMagazine.

**Jerry Savin**

**Former IMCUSA Chairman**

Rajiv,

emag took some time to download but it had great info. Thanks for listing me as subscriber. Good luck.

**Vishal Soni**

**Washington**

It is really a good mag. Especially some of the codes of conduct.

**Kumanduri Ranga Chari**

Dear Mr. Rajiv:

I glanced thro' the e-magazine which is wonderfully designed and informative.

**Surya**



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## Significance of acquisitions as a strategy for growth

- M S Sridhar

The context within which firms exist today is lined by the opportunities and threats of globalization, increased competition and a constantly intensifying pace in the business environment.

Organizations constantly struggle to remain competitive by exploring new geographic markets, diversifying product lines or developing cost advantages. And ever since the 19th century M&A have been an important way for firms to compete.

Mergers and acquisitions are now fuelled largely by the desire to attain synergies, market power, competitiveness and economies of scale and scope. Recent acquisitions of Sun Microsystems by Oracle and the Fraud hit Satyam by Tech Mahindra are some of the Glaring examples..

### Phases in the Acquisition Process

Within acquisitions one can identify different phases which can be studied. The process is initiated with a decision to buy or sell by the company. This is followed up by its preparation for the deal , which in turn is followed by an integration planning process and finally the closing of the deal. This is referred to as the pre-acquisition phase.

After this comes the post-acquisition phase which represents a continuous integration process initiated to make the different organizations work together. During the 'decision to buy' phase, an important part is to identify the reason why the acquisitions is initiated i.e. to define motives. These range from increased market share or to access to a certain brand. Also the integration planning can be structured in several different ways with regard to how, for example, people and knowledge are managed.

In the pre-acquisition phase, due diligence, complementary resources and avoiding hostile takeovers are important. Due diligence is the investigation of the acquisition target and planning for the process. In this stage, it is important to be thorough and take into consideration all of the target's characteristics, financial condition, physical and intangible assets and management capabilities. It is also vital to find a target with complementary resources, different but simultaneously supporting of the other firms' resources, instead of just one where identical, or unrelated, resources can be combined. In the post-acquisition phase, examples of success factors are to create synergies, focus on core business and organizational learning.

**Motives for Acquisition :** are plentiful and can encompass complex patterns of sub-motives Reasons could be an entry into a new line of business or geographical area, and the actual speed with which a company can achieve these desired effects is presented as a main reason for choosing an acquisition.





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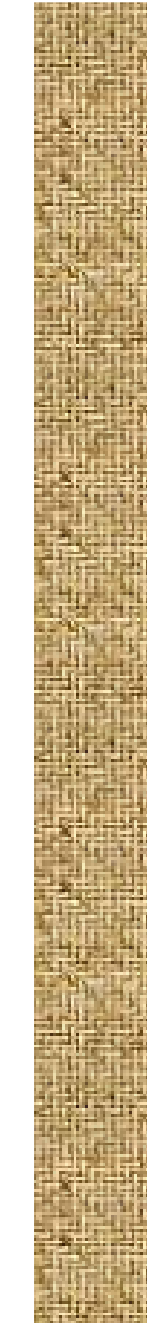
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**M S Sridhar**

Consultant in international business including joint ventures and acquisitions and advisor on FEMA and FDI.

Another important reason is the synergy effect that an acquisition can produce. Basically, a synergy is when two companies create something together that is greater than the sum of their individual parts . Synergies themselves can be subdivided into two groups :

First, operational synergy effects which correspond to horizontal and vertical acquisitions where efficiency gains and operating economies occur. They mainly arise from the cost reducing effects from the combination of companies . This is a typical scale economy effect where the unit cost decrease as the size of the company grows. Another operational benefit is the economies of scope where the increased output might allow the acquiring company to offer a broader range of products.

Another common motive would be the want to diversify. In this case, a company acquires to enter new markets and produce new products or services. This motive has several value creating effects and can be done by related or unrelated diversification where the expansion occurs into a field close to the original business .

The desire to go international is also a motive for acquisitions. By acquiring another firm abroad gives you direct access to that company's market, business networks, local business relationships and customers. The close connection to the local market is something a global firm cannot achieve by starting operations on its own .

### Internationalisation through Acquisitions

"Internationalization is the most complex strategy that any firm can undertake" and it can simply be defined as a "firm-level activity that crosses international borders" .

One model of internationalisation is where firms start with the fact that they would experience a high level of uncertainty and are therefore reluctant to make large capital investments when starting operations abroad. With this as a base, internationalisation is seen as a process of incrementally increasing the international involvement.

Cross border acquisitions require a special mindset with multicultural values and an openness and respect for cultural differences and settings. Operating, and making acquisitions, internationally is about blending the best qualities from the different national and organisational cultures into one .

### Conclusion

Acquisitions are generally structured according to the firms values and beliefs. The motives stated above is always to achieve synergies and economies of scale, although less conventional motives, e.g. defending market area and keep out competition, are also some of the important factors for acquisitions. It can therefore be reasonably concluded that in times of Globalisation and intense competition to assume leadership position in the market place it is not only important for firms to strengthen their core competencies , and achieve organic growth but the firms must also be prepared and ready to grow inorganically to achieve sustainable competitive advantage through acquisitions.

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A man was going into the jungle. His friend enquired, "You are going alone and un-armed, what will you do if you meet the Lion?" The man replied, "What can I do? Whatever shall be done shall be done by the Lion." Bad times are like that only. Doom times and Gloom times keep coming and moving out. Their passage is, however, quite difficult. In Doom and Gloom times you have no options. The Lion has.

So what should you, as a thorough bred professional, do if your job accidentally moves through the tough patches of gloom times? Here are some not so serious prescriptions: -

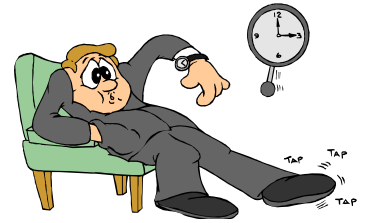
Make the not-working network work: Feel comfortable. You are not alone. There are hundreds, nay, thousands like you. Create your own chapter of ITPA – Indian Time Pass Association. Your personal membership could be temporary but there are millions of others who have mastered the art of perpetual time pass. You can add some value to ITPA by introducing some of the tried and tested office techniques of time wasting during peak pressure times.

Prove that you are a concerned parent: It's high time to brush up your maths and science lessons. Mug up for the whole year. Your child will start scolding you less for making 'homework mistakes'. The grade improvements of your child can bring in some family celebrations. You can also use this gloom time to provide the quality time in quantity to your children. Bring out the child in you. You may easily score boundaries if your young child is bowling. This is a good recipe' to temporarily forget the hostile bouncers on the corporate pitches.

Be futuristic: The excuses you have been using so far are quite old and stale. Why not create some brand new ones. The bloom times and the boom times will come sooner or later. These new excuses can do wonders for you. Keep this as one of the conference topics in your next ITPA convention.

Mouse over the www: No, No, No... not for another experimentation with dot com. This time for serious learning. People like you would be hovering around the chat rooms. Broaden your global mindset. Cry on each other's web shoulders. The tears will expand linkages and provide the FR [foreign returned] peace of mind.

Learn from Bin-Bush: Corporate wars are similar to real wars. Just the tools are different. Decide which side you are. Simulate the maneuvers of Bin Laden. This can help you learn to remain elusive in the corporate bureaucracy - if ever in future the Bush like corporate tries to give you the bombarding signal.



**Your  
'Time  
Pass'  
through  
gloom  
times**

**Rajiv Khurana,  
CMC, FIMC**





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Get a slimmer look: Thin is in. Even though you have stopped looking in the mirror after those un-ending corporate lunches/dinners or eating the high on calories high on price so called home like food served in the star hotels; its time to dust-off those sneakers and step out to burn the vast reservoir of un-utilized dormant energy around your waist. If you want others to do it for you, this can immediately make the slimming centers rush on to the booming path of recovery.

Scan the library: The air-conditioning in some libraries is pretty good. Many people sit there to be seen. Make your presence felt too. Go through the best-seller titles of the last five years. Read the preface. Read the index too. This should be sufficient to flaunt your label of being a well-read professional. Don't forget to remember the names of the authors. The trick is not knowing what is written but knowing who has written where.

Visit Godmen: Gloom times can be very trying and testing. Try spirituality. Take the latest mantra from the holy-god-men. These days they take extra care on building the surroundings. The scent of the people and the place is quite absorbing. Get inspired by the pop-moksha capsule or sit down to work out your own strategy of getting initiated into this never failing business enterprise. The service attachments can be many, if you can't find a toe-hole for yourself in the main stream. [Excuse me GOD. Please keep yourself out of it].

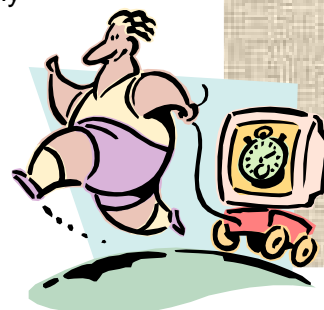
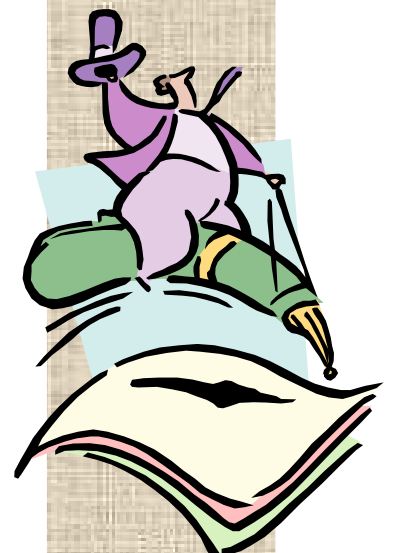
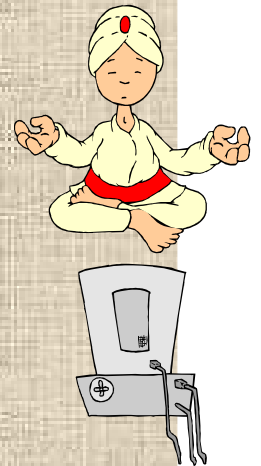
Do nothing: Why are you so hyper? For millions in India, the gloom time has always been there. They have mainly done only one thing – nothing. Time passes. This too shall pass. Why bother. Just wait for the time to pass.

Do what I do: If every thing else fails, get on with the past times of pseudo-intellectuals like me. Start writing. It will give you great feelings. Write a memoir. Write about your tryst with destiny, your freedom at mid-afternoon, your pride and prejudice or else about anything. Don't worry if readers don't read you. Just write. This is the best way to build your image. Don't become money minded. Learn to over look the peanuts that the newspapers will give you. Keep the words of Oscar Wilde in mind, "Writing is the only profession, where no body ridicules you for not earning."



**Rajiv Khurana**

International Management  
Trainer and Consultant,  
Author, Newspapers  
Columnist, Photography  
Enthusiast



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## Coming up...

### CAMP T20

### Training Capsules

- Innovative and exclusive design by IMCI Delhi to project member consultants before the corporate world.
- Three members at a time.
- Each Talks/Trains for precisely 20 minutes to showcase calibre.
- Participants invited for free.
- Each Talk/Training is uploaded on youtube.com and highlights [prepared by the presenter] printed in ABC-eMag.
- Many such camps conceived during the year. First being planned during June 2009.
- Write to us with a brief intro of the theme.
- If you are not a member and wish to present, please be a member first!

#### Patron:

Dr. M.B.Athreya

#### Mentors:

Dr. S.R.Mohnot

Mr. Shashi Budhiraja

Dr. Sunil Abrol

#### Past Chairmen:

Mr. Ashok Kumar

Mr. Ramesh Tyagi

#### Chairman

Rajiv Khurana

#### Dy. Chairman

Sumit Chaudhuri

#### Hon. Secretary

Vijay Nagrani

#### Hon. Treasurer

M S Sridhar

#### Executive Members

S A Khader

S B Sengupta

#### Regional Representative

S A Khader

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on linkedin.com



## GURU speaks

An exclusive evening  
with a celebrity speaker.

Just you, speaker and  
IMCI-Delhi.

Celebrate learning at the  
highest orbit.

Look out for the  
announcement.

The first GURU shall be  
Dr. M.B.Athreya.

Time: May/June 2009.

## Archives

#### First ABCeMag

[http://www.archive.org/  
g/details/Imci-Delhi-  
Abcemag](http://www.archive.org/details/Imci-Delhi-Abcemag)

[http://www.box.net/si  
gnup/collablink/d\\_26  
695230/3bdb5ebfcd2  
b2](http://www.box.net/si<br/>gnup/collablink/d_26<br/>695230/3bdb5ebfcd2<br/>b2)

#### Videos on youtube.com

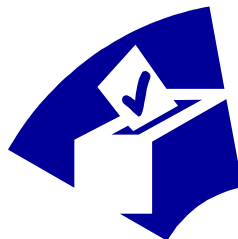
1. Log on to  
www.youtube.com.
2. Type "imcidelhi"  
and press the search  
button.
3. Click the video  
you wish to view.  
Celebrate learning!

#### Podcast

[http://www.archive.org/  
g/details/Imci-Delhi-  
PanelDiscussions-  
090409](http://www.archive.org/details/Imci-Delhi-PanelDiscussions-090409)

[http://www.mediafire.  
com/?sharekey=e9b  
9f7d6bff84c3c1f8e0ff  
488e27e0afe287a4  
ade547255621d66e  
282a0ee8](http://www.mediafire.com/?sharekey=e9b9f7d6bff84c3c1f8e0ff488e27e0afe287a4ade547255621d66e282a0ee8)

We await your ideas,  
suggestions,  
contribution,  
support and...



## FEED BACK

**IMCI – Delhi**

**Alag Tevar, Alag Flavour**

**imcidelhi@gmail.com**